

25X1A



I think your handbook is an excellent effort. There are a few changes which I would idealistically make; however, we have discussed these areas.

I did make some suggestions on Duckett's letter (attached inside).

I think it should be issued as it stands and let the "critics" understand that the best suggestions, revisions, ect., ect., to a handbook come from those who put it to use. Further, I think that it is understood that the best handbooks are those of several edition.

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S E C R E T

TO PROJECT OFFICERS

SUBJECT: PROJECT OFFICERS HANDBOOK

1. The responsibility this Agency has in the protection of our nation continues to demand extensive efforts in science, engineering, and technology. As we in DDS&T perform our jobs, we have been required to extend our performance to include broader levels of applied research, systems development, and development of operational equipments. Furthermore, to assure timeliness and ~~consistent~~ <sup>CONSISTENTLY</sup> good quality in the fulfillment of our duties, we will continue to depend on the technical services of industrial contractors. Thus, while our work demands competency in several scientific and engineering disciplines, we must maintain uniform administrative and managerial practices. It is within this context that the Project Officers Handbook has been designed *to provide* ~~as~~ a tool to assist DDS&T Personnel. It is intended that this document will relieve the burden of contract administration from the Project Officer and provide him with clearly defined procedures for initiation and effective management with our work ~~and~~ with industry.

2. It is clear that this handbook, generalized to fulfill the broad spectrum of DDS&T responsibilities, will suffer some inadequacies. We have included in this document certain "guides", "rules of thumb", and "check lists," which on a specific basis may not cover your situation. However, it is considered that the format, the approach, and the procedures are presented in a manner which will provide broad utility. I will greatly appreciate your comments and suggestions as to how we may improve <sup>FUTURE EDITIONS OF</sup> ~~this~~ handbook to more fully meet your requirements.

CARL E. DUCKETT  
Acting Deputy Director  
for  
Science and Technology

S E C R E T

SECRET

TO PROJECT OFFICERS

*this is a little wordy.*

1. The growth of the scientific and technical activities of the Agency, the breadth of effort extending from applied research in many technical fields to prototype production of operational equipment and other factors <sup>has increased the</sup> resulted in a complexity in the administrative and business practices supporting research, development and engineering which imposed an <sup>undue</sup> burden on the Project Officer. ~~This burden~~ was further increased by confusion resulting from non-uniform procedures for the initiation and conduct of RD and E contracts.

2. With the cooperation of the Office of Logistics, Procurement Division, and the Office of Planning, Programming and Budgeting, we recently have been able to eliminate duplication of effort and reduce paperwork for RD and E contracting to a minimum. This Handbook is <sup>designed</sup> to eliminate procedural uncertainties and improve internal communication and ~~progress~~. Included in the Handbook are guides and checklists which are not applicable to all efforts, but the format, outlines and procedures ~~should~~ <sup>be</sup> very useful to you when needed and help to assure completeness. *be greatly useful to you as a working tool.*

3. Please let me have any suggestions - pro or con - which you feel will improve the usefulness of the Handbook. Keep in mind that the Handbook should serve on a broad basis and that simplicity and minimum Project Officer administrative burden are the objectives.

CARL E. DUCKETT  
Acting Deputy Director  
for  
Science and Technology

*The Project Officer's Handbook is another step taken to assure effective management and to minimize*

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